



## CNO tours Navy Region Northwest, discusses "Top Five" priorities with Navy leaders

*By Journalist 2nd Class Charles Glenn, NAVSTA Everett public affairs*

EVERETT, Wash. (NNS) — Chief of Naval Operations Adm. Vern Clark recently visited Navy Region Northwest, making stops at Naval Air Station Whidbey Island, Naval Hospital Bremerton, Naval Station Bremerton, Submarine Base Bangor and Naval Station Everett.

The purpose of his visit was to familiarize himself with the naval facilities in the Pacific Northwest, to view earthquake damage and to meet with Navy leaders to discuss his priorities for the Navy's future.

At NAS Whidbey Island and NAVSTA Everett, the CNO met with area commanding officers, executive officers and senior enlisted leaders to discuss his "Top Five."

"It is a methodology — a priority list — intended to help our Navy establishment focus as an organization on the issues most critical to our sustained success," said Clark. "I invite you — no, I encourage you — to examine these priorities in detail. Digest them, contemplate them and discuss them with your shipmates."

The CNO's "Top Five" are manpower, current readiness, future readiness, quality of service and alignment. Clark began by emphasizing the importance of the first one: manpower.

"I am convinced that

manpower — the war for people — is our biggest challenge," Clark said. "As I think through how all this fits together, all of the Top Five ... it all hooks back into number one. If we don't make significant progress in current readiness, future readiness, quality of service and alignment, we're not going to win the war for people."

Clark explained that the manpower issue could be broken down into three areas: recruiting, raising retention and attacking attrition. The attrition problem, in

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**Lt. Jorge R. Cuadros, CEC, Flag Aide to Commander U.S. Naval Forces Marianas, assists Chief of Naval Operations Adm. Vernon Clark during his visit to Guam.**  
Photo by Photographer's Mate 2nd Class Marjorie McNamee

## Navy Court of Inquiry concludes USS *Greeneville* proceedings

*By Pacific Fleet public affairs*

PEARL HARBOR, Hawaii (NNS) — The U.S. Navy Court of Inquiry convened to investigate the Feb. 9 collision between the submarine USS *Greeneville* (SSN 772) and the Japanese motor vessel *Ehime Maru* concluded March 20. The Court of Inquiry, the Navy's highest form of administrative investigation, had convened March 5.

The court, comprising Vice Adm. John Nathman, Rear Adm. Paul F. Sullivan and Rear Adm. David M. Stone, commenced deliberations

March 21 and will forward their findings of fact, opinions and recommendations to the court's convening authority within approximately three weeks. The convening authority, U.S. Pacific Fleet commander Adm. Thomas B. Fargo, will review the court's recommendations and determine what action, if any, should follow.

Until Fargo's determination is made, Cmdr. Scott D. Waddle, former commanding officer of USS *Greeneville*, will remain currently assigned to other duties and Lt. Cmdr.

Gerald K. Pfeifer and Lt. j.g. Michael J. Coen will remain in their present assignments.

The court heard evidence from 33 witnesses and spent 12 days investigating the accident. The court provided a full and open accounting for the American and Japanese people while protecting the due process rights of those involved.

Further information and updates will be posted on the Pacific Fleet web site at <http://www.cpf.navy.mil> as it becomes available.

# USS *Constellation* Battle Group and USS *Boxer* ARG begin six-month deployment

By USS *Constellation* public affairs

SAN DIEGO (NNS) — Nearly 12,000 Sailors and Marines recently began a scheduled six-month deployment while attached to the USS *Constellation* (CV 64) Battle Group (CVBG) and USS *Boxer* (LHD 4) Amphibious Ready Group (ARG). This will be *Constellation's* 20th deployment in its 40-year history.

The entire battle group has trained the past six months in preparation for this deployment through a series of increasingly challenging exercises and operations. These pre-deployment exercises culminated in February with the successful completion of Joint Task Force Exercise 01-1.

"Our Sailors and Marines are ready," declared Rear Adm. David Hart, commander of Cruiser Destroyer Group 1 and the USS *Constellation* Battle Group.

"They have worked hard for many months to prepare themselves. As we get underway, we share a sense of purpose. We know that over the next six months, while we defend our national interests, we will be making a positive difference in world affairs and in the lives of our neighbors overseas. I'm proud of each and every member of this battle group."

In addition to *Constellation* and the embarked air wing, Carrier Air Wing (CVW) 2,

other deploying units included USS *Chosin* (CG 65), USS *Benfold* (DDG 65), USS *Kinkaid* (DD 965), USS *Thach* (FFG 43), the Canadian frigate HMCS *Winnipeg* (FFH 338), USS *Rainier* (AOE 7), and the attack submarines USS *Santa Fe* (SSN 763) and USS *Columbia* (SSN 771).

*Benfold*, *Kinkaid* and *Thach* left their San Diego homeport March 15. *Constellation* and CVW-2 departed San Diego March 16. *Rainier*, based in Bremerton, Wash., and *Chosin*, *Santa Fe*, and *Columbia*, based in Pearl Harbor, Hawaii, departed the following week to join the battle group.

The *Boxer* ARG, which departed San Diego March 13

with the 11th Marine Expeditionary Unit (Special Operations Capable) embarked, also deployed as a major component of the battle group. Besides USS *Boxer*, the ARG is comprised of USS *Cleveland* (LPD 7), and USS *Harpers Ferry* (LSD 49).

Over the next six months, battle group ships will conduct multi-national and joint operations with the navies of various allied countries and visit ports in Western Pacific and Persian Gulf nations. The ships and squadrons are scheduled to return home in September.

More information about USS *Constellation* can be found at <http://www.navy.mil/homepages/cv64>.

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particular, is one he is committed to solving. He said one of the reasons many Sailors leave the service is because they heard promises made and saw promises broken.

"Most of us know all about the first two (recruiting and retention)," Clark said. "In my experience, however, not much is said about attacking attrition. It has gotten some visibility recently, but I was a captain before I was confronted with the problem of attrition."

As an example, Clark told a story of how he dealt with an attrition problem as the commanding officer of a training command, bringing an attrition rate of 32 percent down to eight percent, simply by doing some

research and removing the issue that was causing the problem.

The CNO tied that story into what he called "self talk," explaining that people have a tendency to believe the words they use in casual conversation and become what they say.

"When you study human beings, you find that people start to believe the things they say about themselves," Clark said. "When we start talking about the Navy being a winning organization, we start believing it — and when we start talking about it being a losing organization, we believe that, too."

Clark said the Navy had been using negative "self-talk" on the issue of retention in recent years, and that

many of the Navy's leaders have come to believe it.

"One of the reasons I'm here is to convince you that we can retain people," Clark said. "This may surprise you, but this fiscal year, we are retaining 58 percent of our eligible Sailors, and that is as good as we have done in my entire career. I'm really proud of that."

The reason the perception about retention is negative is due to the rate of attrition, the CNO explained. But the reason attrition is high is because people are leaving the Navy before their obligation is complete; they are not experiencing success.

"Over the course of my entire career, there has only been one or two years in which we had under a 30

percent rate of attrition," Clark said. "We have always been an organization with a high rate of attrition, yet nobody talked about it."

Clark's central message was that a certain amount of attrition should be expected — although it can be reduced — and that Navy leaders should realize that the manpower challenge can be overcome by concentrating on current readiness, future readiness, quality of service and alignment. Most importantly, he stressed that leaders should avoid negative self-talk and focus on the positive. By doing that, they will create an atmosphere in which Sailors experience success, and when that happens, said Clark, everyone benefits.

# MCPON lauds recruiters at Navy Recruiting Command — discusses ways to help Sailors

By Seaman Journalist Chris Conklin, Navy Recruiting Command public affairs

MILLINGTON, Tenn. (NNS) — Master Chief Petty Officer of the Navy(AW/SW/SS) James L. Herdt recently visited the Navy Recruiting Command (CNRC) in Millington, Tenn., to speak at the CNRC Command Master Chief Conference where he discussed ways to help Sailors better succeed in their Navy careers.

During his visit to CNRC, Herdt took the opportunity to discuss recruiting and the role it plays in the Navy's mission.

Herd, who served a tour in the recruiting ranks in the late '70s, commended recruiters on the service they provide to the Navy.

According to Herdt, the relationship between the fleet and recruiting is vital. He noted the important and difficult task recruiters face each day in what he calls the "war for talent."

"The recruiter is so crucial to the fleet. There would not be a

Navy without the efforts of recruiters; it is hard to categorize recruiting. That is how significant it is," said Herdt.

MCPON also commented on the new advertising campaign. "I like the approach we are taking. We are capitalizing on a theme that strikes the mind and the heart; the mind of those we are trying to recruit and the heart of those already serving. The new campaign stresses the idea to young people they can be part of an institution where they can really make a difference."

Herd continued, "It also emphasizes a primary fact of a Navy career; the opportunity for young people to move ahead in their lives at an accelerated rate while gaining work experience and responsibility far faster than in the civilian sector."

Beyond the selling points of the new ad campaign, Herdt also stressed the versatility it brings to Navy awareness and the fact

there are components set up to track what is successful and what is not.

Although the MCPON is very optimistic of the new campaign, he acknowledged ways, he feels, that can take some pressure off of recruiting.

"I'd like to increase the focus not just on recruiting," Herdt said, "but also on reducing attrition and improving retention. If we are successful in those two areas, then the pressures on recruiting becomes less. We should really invest in the people we have serving, and capitalize on their talents so recruiting does not have to try to recruit nearly the amount of people we ask them to each year."

The MCPON recalled the tour he spent in recruiting and what he learned from the experience. "My single tour in recruiting served me better in preparing for this job (MCPON)

than any other," said Herdt.

"I think it's an assignment where you grow as an individual better than any place in the Navy," stated Herdt. "You develop a communication skill that enables you to talk to anyone, and that serves you well anywhere you go. You also develop a self-confidence, which makes you feel you can take on anything."

Herd closed by commenting on how recruiters progress throughout their recruiting tours. "Recruiters don't necessarily see themselves developing during their tours, it's after the tour when they notice the benefits. They will be able to look back and see themselves before recruiting and after. It is incredibly different."

Herd again commended the Sailors in recruiting and said, "Everyone in the Navy is thankful for what recruiters are doing."

## USS *Leyte Gulf* CO relieved of command

By 2nd Fleet public affairs

NORFOLK, Va. (NNS) — The commanding officer of the Norfolk-based Aegis cruiser USS *Leyte Gulf* (CG 55), Capt. William H. Dunn, was relieved of command March 14 as a result of his ship's momentary grounding off Norfolk, Va., on Jan. 18.

Rear Adm. Michael Malone, commander of Carrier Group 8, issued a punitive letter of reprimand to Dunn following an Article 15 UCMJ administrative hearing on

March 7, citing his culpability in the grounding that a Navy investigation determined was caused by significant lapses in navigational procedures and shipboard watchstanding organization.

As a result, and due to a loss of confidence by the 2nd Fleet commander, Vice Adm. Mike Mullen, in his ability to remain in command, Dunn was relieved. In a brief ceremony held aboard the ship, Capt. Richard C. Ingram became

*Leyte Gulf's* new commanding officer.

*Leyte Gulf* briefly touched bottom while conducting Shipboard Electronic Systems Evaluation trials in the vicinity of Navy buoy "B" near Chesapeake Light earlier this year. The calibration trials are designed to test the accuracy of naval electronic sensors, such as those used to jam incoming missiles.

An underwater inspection of the hull conducted two days

after the grounding revealed no significant damage, but the follow-on investigation found that Dunn had failed to take the proper steps to fully prepare his ship for that day's events, which were conducted in the vicinity of shallow water. Some of the ship's nautical charts were not fully annotated, and the ship's watchbill was not being thoroughly adhered to in accordance with standard procedure.

# CNET stands up Education Programs Division

*By Chief of Naval Education and Training public affairs*

PENSACOLA, Fla. (NNS) — The Chief of Naval Education and Training (CNET) has established a new office that will consolidate and provide oversight for all Navy voluntary education (VOLED) and serve as the focal point for direction and evaluation of Naval Education and Training Command (NAVEDTRACOM) education programs.

The newly formed Education Programs Division will be a link between the Chief of Naval Operations' office of the director of Naval Training and Education (N79) in Washington, D.C., which is in charge of establishing VOLED policies, and the Naval Education and Training Professional Development and Technology Center (NETPDTC) at Saufley Field in Pensacola, which is responsible for executing Navy-wide VOLED programs.

"The Navy strives to field a strong, well-trained, well-educated fighting force," explained Cmdr. Brian Looney, head of the Education Programs Division. "It is important to inform as many Sailors as possible that it's not a matter of choice between joining the Navy or going to college. Sailors can do both. We will reinforce this message during recruitment, in our schoolhouses during initial accession training, by contacting Sailors through their commands, and through the 64 Navy College Offices (NCOs) both home and abroad."

Included under the new umbrella are programs such as the Navy College Program (NCP), Navy College Program for Afloat College Education (NCPACE), Tuition Assistance (TA), the U.S. Military Apprenticeship Program (USMAP) and several graduate education programs. Through NCOs, the Navy College Center (NCC) and the world wide web, military members can explore higher education options, including completing an undergraduate or graduate degree or preparing for college entrance examinations.

Much of the professional training available to Sailors and Marines through Navy training commands is accredited. The Education Programs staff works closely with both the Enlisted Training

and Education, and Officer Training and Education divisions at CNET to track course accreditation and ensure curriculum changes are taken into account. The new division will also work with the American Council on Education (ACE) to have more Navy training curricula evaluated for recommended college credit.

In December 2000, 16 colleges and universities partnered with the Navy to provide college degrees corresponding to a Sailor's rating or job specialty. The list of these colleges and universities can be found on the NCP web site.

"Each school has developed a degree program tailor-made for the Navy rate training, taking into consideration their formal military technical training and their on-the-job experience," said Don Phillips, deputy head of the new division. "These degree programs are even available through distance learning."

The Education Programs Division will continue to develop new relationships with the colleges and universities, ensuring the

programs support the educational needs of the Sailors serving around the world.

Word is quickly spreading about NCP. In fiscal year 2000, the NCC at NETPDTC had more than 57,000 calls to their customer service center. The center's web site registered more than 634,000 visits and received more than 478,000 requests for their Sailor/Marine ACE Registry Transcript (SMART).

"This is an important first step," explained Phillips. "We encourage everyone to find out how much college credit they have already earned in their naval career. "Visit the web site, call us at (877) 253-7122 or DSN 922-1828, e-mail at <mailto:ncc@cnet.navy.mil>, or visit your nearest Navy College Office to see how you can realize your college education goals."

For more information about the Education Programs Division and the many educational programs available, visit the Navy College Program web site at <http://www.navycollege.navy.mil>.

## Meter Reader



**Fireman Mauricio Calderon from Los Angeles, Calif., takes a meter reading from the emergency diesel located in the emergency diesel generator space aboard USS Theodore Roosevelt (CVN 71) .**  
**Photo by Photographer's Mate Airman Angela Virnig**



# Need help? NLSO North Central launches "virtual" legal office

By Lt. Meredith Robinson, Judge Advocate General Corps

WASHINGTON (NNS) — Legal services are now online at a web site full of valuable information for service members and their families.

Navy Legal Service Office North Central, based in the nation's capital at the Washington Navy Yard, spearheaded the new site.

Simply log on to the web site at <http://www.jag.navy.mil/html/NLSONCMainIntro.htm>, or link through the Navy JAG web site <http://www.jag.navy.mil>. Once at the site, members can just click on one of the offices or on a location on the map to get to the nearest legal office for locally-tailored information useful to service members in that specific area.

Clients can complete worksheets prior to appearing at the legal office to meet with an attorney and finalize documents. They can also fill out a tax questionnaire in preparation for preparing tax returns for free electronic filing and faster tax refunds. The necessary forms to make household goods claims and the worksheets needed to draft wills or powers of attorney are all available

on line.

The web site also contains valuable information on adoption, domestic relations, spouse and child support, paternity, name changes, immigration, interpretation of contracts, advanced medical directives, military rights and benefits under the Soldiers' and Sailors' Civil Relief Act, landlord-tenant issues, and consumer protection information covering everything from credit problems to buying a car.

The defense section reviews varied criminal defense matters, provides an overview of the military criminal justice system, administrative separations and complaints involving the chain of command. Information is also available about the Office of Legal Counsel at the United States Naval Academy, the Physical Evaluation Board in Bethesda, Md., and the Joint Pentagon Legal Assistance Office.

Free legal advice on a wide range of issues is a major quality of life benefit for all Sailors that can save money and minimize personal problems by avoiding legal issues or learning how to best deal with them.

## Navy/Marine Corps News

Look for the following stories and more on next week's Navy/Marine Corps News show:

The Navy commissions USS *Winston S. Churchill* (DDG 81), and welcomes the ship into the fleet;

USS *Patriot* (MCM 7) demonstrates its mine hunting capabilities off the coast of Japan;

USS *John Young* (DD 973) and the Coast Guard team up for a major drug bust at sea;

We take a look at some Sailors in one of the Navy's original three job ratings.

Compiled on tape #2001-13, the show is on its way to the fleet now.

## In naval history: March 27, 1794

Congress authorized the construction of six frigates on this date, including *Constitution*, *United States* and *Constellation*, to protect American shipping from attack in the Mediterranean by privateers based in Algiers.

Bickering between Thomas Jefferson's Republicans and Alexander Hamilton's Federalist parties forced a compromise. Six frigates would still be built, but would be canceled prior to their completion should peace be made with Algiers.

Peace was eventually made with Algiers in 1795, and only three frigates were completed.

Visit the Naval Historical Center web site at <http://www.history.navy.mil> for more information about naval history.

## Eagle Eye



Lieutenant Commander Chris Schenck keeps an eye on surrounding S-3 "Vikings" attached to Sea Control Squadron (VS) 22 while flying in formation over USS *Harry S. Truman* (CVN 75) during a training exercise. Photo by Photographer's Mate Airman Christopher B. Stoltz



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